Report of the Director of Policy & Resources

Decision to be taken after:
19 April 2016

NORTH LINCOLNSHIRE COUNCIL

POLICY AND FINANCE CABINET MEMBER

2015/16 Digital Vision Outcomes & 2016/17 (Six-Month) Interim Digital Development Plan

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1. **OBJECT AND KEY POINTS IN THIS REPORT**

    1.1 To provide an update of our approved 2015-16 Digital Vision outcomes
    1.2 To propose an interim six month programme of digital work for North Lincolnshire Council
    1.3 To note development of a wider Digital Development Plan for North Lincolnshire Council and North East Lincolnshire Council to support delivery of the new Northern Lincolnshire Business Connect shared service

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2. **BACKGROUND INFORMATION**

2.1   Our North Lincolnshire Council 2015-16 Digital Vision was approved by the Cabinet Member for Policy and Finance in June 2015.

2.2   The vision built on the success of the previous 2014-15 Digital Development Plan and noted around 50 aspirational outcomes within eight strategic themes:

- Theme one - Digital Platform Integration with 3rd party online services
- Theme two – Enhanced Business Intelligence, reporting and service provision
- Theme three – Transformation of service delivery to our customers
- Theme four – Transformation of service delivery to our employees
- Theme five – Website enhancements
- Theme six – Development of Microsites and commercially commissioned websites
- Theme seven – Continuous improvement of our digital platform
- Theme eight – Council-wide innovation

2.3   A detailed update of outcomes is attached as Appendix A.

2.4   A 2016-17 Digital Development Plan in being produced for North Lincolnshire and North East Lincolnshire Council to support the new shared service.

2.5   The plan will focus on creating a common digital platform and delivery approach to enable future online services to be built once and used for the benefit of both councils wherever possible.

2.6.   The wider plan will be completed in readiness for approval during Summer 2016

2.7 A suggested six month interim North Lincolnshire Council Digital Plan is included for approval as Appendix B

2.8 This interim plan was informed by the known carry over work from our 2015-16 Digital Development Plan, new digital requirements, learning from the 2015-16 SOCITM Better Connected reviews, TCA requirements and national best practice

2.9 The interim plan includes over 20 aspirations within five strategic themes:

- Theme one: Continuous website enhancement
- Theme two: Further development of our digital platform
- Theme three: Additional digital integration opportunities
- Theme four: Assist the Transforming Customer Access (TCA) project to deliver key outcomes
- Theme five: Shared services, build once and use twice

2.10 The plan will complete delivery of a range of existing projects including: launch of a revised corporate website, integration of back office systems to improve customer access to information / services

2.11 The plan supports the councils Transforming Customer Access aspirations

2.12 The plan also creates a foundation for our shared service aspirations for a common technical and governance approach to delivering online services for both shared service council

2.13 Our approach will also be flexible enough to consider inclusion of additional requirements during implementation if it becomes necessary to do so

3. **OPTIONS FOR CONSIDERATION**

3.1 Option 1: Approve the interim plan (or suggest amendments)

3.2 Option 2: Proceed without a plan

4. **ANALYSIS OF OPTIONS**

4.1 The advantages of the recommended option are as follows:

- Completion of deferred 2015-16 projects
- Delivery of a further series of digital outcomes for both shared services councils
- Delivery of our council-wide Transforming Customer Access aspirations
- Creation of a foundation for future delivery of online services for the benefit of both shared service councils
- Continued provision of modern online services that meet customer expectations

Disadvantages

- None identified

5. RESOURCE IMPLICATIONS (FINANCIAL, STAFFING, PROPERTY, IT)

5.1 The work will be delivered using existing resources.

5.2 No additional costs have been identified.

6. OUTCOMES OF INTEGRATED IMPACT ASSESSMENT (IF APPLICABLE)

6.1 An Integrated Impact Assessment has been undertaken that indicates no adverse impacts arising from this report.

7. OUTCOMES OF CONSULTATION AND CONFLICTS OF INTERESTS DECLARED

7.1 An expanded version of Appendix A was discussed and agreed at the February 2016 IT and Information Strategy Board

7.2 The need for a Common Digital Development Platform for the Northern Lincolnshire Business Connect shared service was agreed at the February 2016 IT and Information Strategy Board meeting.

7.2 No conflicts of interest have been identified.

8. RECOMMENDATIONS

8.1 That the cabinet member notes the outcomes and agrees the six month interim Digital Development Plan.

8.2 A shared digital development plan is drafted for North Lincolnshire Council and North East Lincolnshire Council for approval in Summer 2016

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Background Papers used in the preparation of this report: None

Appendix A – 2015-16 North Lincolnshire Council Digital Development Plan outcomes

This document highlights high level outcomes from our approved 2015-16 Digital Development Plan with eight strategic themes:

Theme one: Digital Platform Integration

- ✓ We integrated the Self Service Portal with our corporate website
- ✓ We rebranded the Self Service Portal to reflect our corporate website
- ✓ We integrated our online mapping with the corporate website
- ✓ We worked with all council IT system vendors to assess integration opportunities
- ✓ We improved integration for Waste, Highways and Neighbourhood Services tasks
- ✓ We worked with the vendor brand our new LT&B forms to reflect the council website *(1)*
- ✓ We are working with LT&B to provide an integrated online "MyAccount" for Council Tax statements
- ✓ We are working with Adult Ed to integrate their course system with our digital platform
- ✓ We are working with Parking to integrate their PCN system with our digital platform
- ✓ We are working with central government to deliver an integrated online service for Two Year Old Funding
- ✓ We are working with Leisure to ensure their online bookings reflect the website branding and principles
- ✓ We have signed up for the national pilots to provide local authority access to central government DVLA and Verify services

(1) To prevent unnecessary costs any further rebranding of any existing 3ʳᵈ party online services has been deferred pending development of our new corporate website

Theme two: Enhanced Business Intelligence, reporting and service provision

- ✓ We're working one standard processes across all customer access channels for Waste, Highways and Neighbourhood Services
- ✓ We completed a B.I. pilot using CRM data detailing formal customer service requests across all access channels
- ✓ We provided a series of enhanced reports from the B.I. pilot to support Customer Access and Customer Insight aspirations
- ✓ We provided pivot table training to stakeholders to allow them to better analyse what council services are been accessed by which customer access channel
- ✓ We implemented the latest version of our CRM, e-Forms and Self Service Portal platform and we are adding enhanced functionality to any relevant forms and processes
- ✓ We implemented a range of additional modules to our digital platform
- ✓ We're working with the Transforming Customer Access programme to help specify their "Big Data" project *(2)*

(2) the Transforming Customer Access council-wide "big data" project will remove the need for our planned B.I. project

Theme three: Transformation of service delivery to our customers

- ✓ We are working with LT&B to provide online Council Tax statements as part of a "MyAccount" pilot
- ✓ We are working with Adult Ed to provide course details and bookings online
- ✓ We are working with Parking to provide improved online PCN services
- ✓ We worked with Planning to implement their new online services
- ✓ We implemented improvements to how we monitor use of websites and act of customer feedback
- ✓ We're working with Data Quality to develop an improved open data online portal
- ✓ We implemented a successful email alert pilot and this will be retained and extended
- ✓ We implemented a successful operator web chat pilot for Waste and this will be retain and extended
- ✓ We worked with Information Governance to assess options to improve the council-wide FOI process
- ✓ We moved internal forms out of the Self Service Portal to ensure a focus on external customers
- ✓ We added the booking module to our digital platform and delivered an initial pilot for MOT bookings *(3)*

(3) our MOT booking pilot was abandoned due to limitations with functionality; we will find a better solution

Theme four: Transformation of service delivery to our employees

- ✓ We engaged with our vendor and other councils to understand capabilities for our digital platforms additional DASH and MOBILE modules
- ✓ We implemented the DASH module; and a pilot will follow in 2016-17
- ✓ We investigated the costs for the MOBILE module; this will be considered as part of the 2016-17 DASH pilot

(4) the aspiration to provide electronic payslips was delivered outside of the 2015-16 Digital Development Plan

Theme five: Website enhancements

- ✓ We reviewed the corporate website using UX skills, evidence of customer use and learning from the 2015 SOCITM Better Connected report
- ✓ We developed a new Web Strategy
- ✓ We're working to implement a revised functional website model to make the most used tasks easier to access and were also implementing a more modern design too; the revised website will launch in April 2016
- ✓ We implemented a successful operator web chat pilot for Waste and this will be retain and extended
- ✓ We implemented a range of location based services eg. find my local councillor; where my nearest HRC etc.
- ✓ We worked with Leisure to significantly restructure their Leisure Centre website content
- ✓ We worked with HR to transform their job application process including use of a new directory module and email alerts
- ✓ We worked with council-wide stakeholders to improve a number of our high volume tasks;
- ✓ We worked with stakeholders to improve journeys for the 2015-16 SOCITM review tasks; these tasks all matched our own top twenty most popular tasks
- ✓ We used www.whatusersdo.com to crowd source public opinion for the 2015-16 SOCITM review tasks
- ✓ We implemented the latest version of our CMS platform
- ✓ We attended the SOCITM Better Connected and other relevant public sector digital events
- ✓ We monitored national developments around digital development standards and best practice

Theme six: Developments of microsites and commercially commissioned opportunities

- ✓ We delivered four additional Commercialisation microsites and a further three are currently in development
- ✓ We worked with HR to rebrand their HR People commercial microsite
- ✓ We delivered a new www.visitnorthlincolnshire.com microsite for tourism
- ✓ We're working with the 20:21 Visual Arts Centre on their new website
- ✓ We're working with Buy4 Northern Lincolnshire to improve their website
- ✓ We provided a commercial offer to all Town & Parish councils to help them meet legislative requirements
- ✓ We transferred our www.joiningupthehumber.co.uk website to Hull City Council to support their City of Culture programme
- ✓ We agreed to retain our eVoice platform which provides a range of community group and council websites

Theme seven: Continuous improvement of our digital platform

- ✓ All products within the digital platform were upgraded to their latest versions
- ✓ Vendor roadmaps were obtained for all products within our Digital Platform
- ✓ A number of products were implemented to help monitor online behaviour and compliance with standards

Theme eight: Innovation

- ✓ We delivered a suite of Social Media governance documents; we held quarterly review with Social Media account holder to review analysis of customer engagement; we trained a number of new Social Media users
- ✓ We produced a range of briefing papers including: social media management, secure file transfer etc.
- ✓ We worked on a wide range of projects including: email alerts; smart beacons; schools catering surveys etc.
- ✓ We monitored successful outcomes at other councils and worked with stakeholders to assess local benefits
- ✓ We engaged with national and local groups (SOCITM Knowledge Hub, NESTA, Local Gov Digital etc.), best practice digital vendors and other councils to maintain an awareness of developments

Appendix B - 2016-17 Interim Digital Development Plan for North Lincolnshire Council

This interim digital development plan for North Lincolnshire Council provides high level summary of our digital project work for the next six months including: known new requirements; work to support our customer access programme; national public (and private) sector digital best practice, along with any known 2015-16 carry forward projects.

A wider 2016-17 Digital Development Plan for North Lincolnshire Council and North East Lincolnshire Council will follow in Summer 2016 to support the Northern Lincolnshire Council Business Connect shared services arrangement.

Theme one: Continuous website enhancement

✓ Re-launch our corporate website with a revised functional model and design
- *our corporate website will be re-launched in April 2016 with improved customer access to the tasks they use the most; the website also includes campaigns to change customer online behaviour along with a modern new design*

✓ Commence work to replace our website Content Management System (CMS)
- *our CMS contract is due to end in 2017; we intend to replace it with the open source (free) CMS that North East Lincolnshire Council use for their new corporate website*

✓ Commence work to replace our corporate website
- *a new corporate website will be needed as part of replacing our CMS; additionally will need to consider the implications of any local requirements eg. devolved content model, vendor support and external hosting*

✓ Commence work to replace any relevant microsites
- *some of our existing microsites were built using our existing corporate CMS; we will need to consider whether each of these microsites will be included within our new corporate website or kept separate*

✓ Identify and improve additional customer online journeys
- *we will improve more online journeys for popular customer tasks; we will also include any relevant new SOCITM Better Connected review tasks or learning to support our aspirations of a four star website ranking*

Theme two: Further development of our digital platform

✓ Formal adoption of the new national Digital Service Standard for Local Government
- *we will formally adopt this new standard to ensure a consistent approach for our shared service that fits national guidelines; the new standard is based on the Cabinet Office GDS standard that we already informally follow*

✓ Rebrand and re-launch the Self Service portal
- *we will replicate the revised website design within our self-service portal to provide customers with a more consistent online experience; we'll also rebrand the portal as "My Account" in keeping with national advice*

✓ Complete implementation of standard process across all customer access channels
- *we will capture high volume service requests consistently for customer access channels; we will extend this approach to our other relevant service requests*

✓ Complete implementation of an online "MyAccount" for Council Tax statements
- *we will provide customers with an online council tax statement detailing their open and current balances, credits and debits; the work is a pilot for future "My Account" projects and has been noted as national best practice*

✓ Implement the 5C's module
- *we will provide a new council-wide complaints, compliments and comments process for customer requests by any formal access channel ie. web, post, customer contact centre and local link offices*

✓ Wider roll out of recently piloted digital technologies
- *we will roll out more email subscription topics that push regular information directly to customers; we will also extend the use of operator web chat starting with Neighbourhood Services eg. graffiti*

Theme three: Additional digital integration opportunities

✓ Engage with national digital projects for DVLA and Verify (the central national identification programme)
- *we will engage with the national pilots to provide local authorities with access to central government data; this will enable us to build better local online services*

✓ Revisit online bookings options
- *we will investigate options to provide a booking service for a range of council services that can be integrated with out digital platform; the existing booking module within our platform doesn't meet our requirements*

✓ Revisit Adult Education online opportunities
- *we will work with Adult Education and their vendor to investigate opportunities to expose course details and make course bookings online*

✓ Complete delivery of an integrated online service for Two Year Old Funding
- *we will work with the Family Information Service and central government to deliver an integrated online service for Two Old Funding applications*

✓ Consider integration opportunities with the proposed corporate EDRMS solution
- *we will work with corporate project leads for EDRMS and TCA to consider future service delivery models*

Theme four: Assist the Transform Customer Access (TCA) project to deliver key outcomes

✓ "Big Data" / single customer view
- *we will provide Digital Services assistance to help develop a specification for a council-wide "Big Data" project; the intention to develop a single customer view to understand customers and provide timely interventions*

✓ Website
- *we will continue to shape the website and digital principles for the TCA project; we will ensure these principles are at the heart of our digital approach for North Lincolnshire Council*

✓ Mobile working
- *we will provide Digital Services advice in relation to mobile working opportunities within our digital development platform; this is likely to include immediate remote access to service requests and workflow processes*

✓ Business Process Re-engineering (BPR) digital outcomes
- *we will investigate and deliver any agreed early outcomes from the TCA BPR programme*

Theme five: Shared services, build once and use twice

✓ Develop a common shared approach for the delivery and management of digital services
- *we will commence work with stakeholders at both councils to ensure a common digital governance approach; this will cover everything from dealing with customer comments to technical development standards*

✓ Common digital development platform
- *we will identify opportunities and trigger points to rationalise our digital estates; we will take opportunities to use the best of both councils or change vendors where required to provide a platform that is fit for the future*

✓ 2016-17 Shared Digital Plan for North Lincolnshire Council and North East Lincolnshire Council
- *we are already developing a wider plan for both councils to support the Northern Lincolnshire Council Business Connect shared services arrangement; work to collated the plan will be completed in Summer 2016*